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RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT COMPETENCIES AND ORGANIZATIONAL PERFORMANCE

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ABSTRACT

The study assessed the relationship between human resource management competencies and organizational performance. It was guided by three research questions and three hypotheses. A correlational design was adopted. The population comprised all staff and HRM managers in Nigerian Breweries Plc, Imagbon, Ijebu-Ode, Ogun State, Nigeria. A total of 45 staff including supervisors and HRM managers in Nigerian Breweries Plc, Imagbon, Ijebu-Ode, Ogun State, Nigeria were selected as sample size of the study through the usage of purposive and stratified sampling technique. Researcher self-developed instrument was adopted, tagged: Human Resource Management Competencies and Organizational Performance Questionnaire (HRMCOPQ) for data collection with 0.78 as reliability coefficient. Research questions 1, 2 and 3 were answered using Pearson Product Moment Correlation (PPMC). Research question 4 was answered using regression analysis. Hypotheses were tested using regression analysis. The findings revealed that there was significant relationship between HRM knowledge (r = 0.778, P<.05), HRM skills (r = 0.665, P<.05), HRM innovativeness (r = .594, P<.05) and the dependent variable (organizational performance). As well as, hypotheses indicated that HRM knowledge (β = .452, t = 4.0695, P<.05), HRM skills (β = .327, t = 7.6493, P<.05) and HRM innovativeness (β = .389, t = 5.8336, P<.05) positively influence organizational performance. It was recommended that the company should pay attention to its employees by providing the gradual increment of salary excluding the increase in regional wage, increased allowances of transportation and meals in accordance with the length of service of employees in the company, providing extra salary for more educated employees.

Keywords: Human Resource, Management, Competencies, Organizational Performance

Introduction

Organizational performance is the ability of an organization to reach its goals and optimize results. In today's workforce, organizational performance can be defined as a company's ability to achieve goals in a state of constant change. In measuring organizational performance, financial

measures, internal business process measures, customers' measurers and learning and growth measures were commonly used. Organizational performance means integral's annual financial and operational performance measures and specific objectives established by the highest management and approved by the committee. Organizational performance measure and assess how an organization executes and compare its goals and objectives. Typically, organizational performance was used as a tool to measure department or functional role efficiency, identify which is performing well and which is not, determine on workforce compensation and plan for productivity improvement (Rong, Kowang, Hee, Fei &Yew, 2019).

Organizational performance illustrates how a firm achieves its objectives or shared purpose. This usually covers a composite assessment including organization important parameters, typically financial, market and shareholder performance. Galdeano, Ahmed, Fati, Rehan and Ahmed (2019), reiterated that organizational performance measures only on financial performance, have failed most corporations. CEOs are trying to find a performance measures that provide predictive power and better understanding of every process situation, meanwhile, institutional investors are getting more concerned with the long-term health and overall performance of the businesses during which they need invested. Organizational performance is often hard to manage thanks to its only partially controlled by managers on the interior performance while others are going to be assessed by its markets on external performance. New products or services are often introduced to the market on a daily basis, but customer preferences and spending behaviour are often easily changed, suffering from fashions, economics, political conditions and much of variables across time (Leseure, 2018). Thanks to this fact, it's difficult to align internal performance with external performance during this dynamic and turbulent market. There is another problem on organizational performance measurement in operations, which has been relying an excessive amount of on accounting-driven to realize financial performance, which is typically short term. Accounting however were developed to standardize for external reporting and control, but it focusses mainly on financial statistics, like sales, profits, cost of sales among others. When this is often slowly accepted as performance measurement for manufacturing and operation, it led to poor decisions making, because this technique measured the incorrect things within the wrong way, and motivated people to try to to the incorrect things (Abdullah, Halim & Yaakub, 2014).). So as to explore into this matter, the present researcher aims to explore organizational

performance from various stakeholders' perspective also as different functionality in corporate, follow by suggestion of key performance measures for top management, with the last word aim to know corporate current achievement also as potential future success.

Organizational performance is at the guts of the managerial function of an organization' (Adediran & Alade, 2013). Analysis of organizational performance is especially concerned with the event of a modeling methodology to assist within the diagnosis of past performance. The performance of a corporation is measured by the selection of the management sort of wealth to be held. If the performance of a corporation is sweet there will be little or no disagreement between the management and therefore the shareholders (Ghosh & Subrata, 2016). In evaluating organizational performance, the stress is on assessing the present behaviour of the organization in reference to its efficiency and effectiveness. To live overall organizational performance goals are set for every of those perspectives and specific measure for achieving such goals are determined (Adediran & Alade, 2013).

Organizational performance according to Ele, Enya, Okongo, Eja and Mbam (2021), is that the process of achieving the ultimate results of which a specific organization has been established for achievement of its primary aim. It is the entire final results of all the organizational activities or practices of job or jobs performed for its efficiency and effectiveness to be maintained and achieved in a corporation. The company performance of business organizations like Nestle Nigeria Plc can only be sustained and maintained through a well-defined management strategy during which human resource management practices attempts to unravel and discuss during this study. Hence, organizational performance may be a cornerstone of productivity and individual performance contributes to the accomplishment of organizational objectives (Ele *et al*., 2021). The strategic aspect of organizational objectives is that the organization performance that must be sustained and maintained at a daily interval, and this will be effective through well-established human resource management practices or approaches during the recruitment process and training of employees in a corporation (Ele *et al*, 2021). This points to the very fact that organizational performance standing on the organizational productivity; that is to mention organizational productivity may be a good measured of corporate performance (Enyindah & Bagshaw, 2022). Organizational performance is measure through Return on Equity (ROE) in this study. ROE is a measure of financial performance calculated by dividing net income by shareholders' equity (Bayo & Redwell, 2020). ROE is equal to a fiscal

year's net income, divided by total equity, expressed as a percentage. ROE is a gauge of a corporation's profitability and how efficiently it generates those profits. The higher the ROE, the better a company is at converting its equity financing into profits (Bayo & Redwell, 2020).

Human resource management (HRM) drives organizational performance, particularly, HRM competencies. Competencies are defined as the combination of observable and non-observable factors like knowledge, skills, attitudes, behavior, commitment, and innovativeness, which enable superior performance and create competitive advantage for the firms (Ravi & Sumathi, 2023). Competency characteristics are connected to superior performance in carrying out a job. They include motives, traits, self-concept, knowledge, and skills. The knowledge, abilities, and personal traits that any individual builds through learning are competencies. Competencies include technical skills, people skills, and language skills. They include all characteristics individuals need to perform in a specific society. The dimensions of HRM competencies are strategic positioner competencies, credible architect competencies, capacity builder competencies, change champion competencies, HRM innovator and integrator competencies, and technology proponent competencies (Ravi & Sumathi, 2023). The emphasis on understanding business led to one of the six HRM competencies – strategic positioner. HRM professionals create value when they make organizational decisions based on external business dynamics. Credible architect HRM competency involves identifying the organization's priorities and working on them with appropriate skills. This competency is also the basis for building relationships with business partners using their communication skills. The relationship built assiduously evolves into trust among the HRM professionals within the organization (Ravi & Sumathi, 2023).

Statement of the Problem

The realization of the need to ensure effective human resource management practices seems to have received less attention among the researchers. Unfortunately, the majority of firms both small and large or medium seems not recognizing the importance of on-the-job training, compensation and personal development as indicators of human resources management competencies. This negligence on the part of firm might be among the factors causing low productivity, loss of customers to competitors, low rate of return to shareholders, decline profits and low performance, poor market strategies, inflation, lack of effective management, ineffective organizational structure among others. Training seems to increase

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employee's productivity; however, observations have shown that when companies experience decline in productivity and profit, many organizations first seek to cuts training, employees' salaries and sales promotion budgets without considering the multiplier effect on company performance. All things being equal, this study sought to assess the relationship between human resource management competencies and organizational performance.

Objectives of the Study

The main objective of the study was to assess the relationship between human resource management competencies and organizational performance. Specifically, the study examined the:

1. Relationship between HRM knowledge and organizational performance.
2. Relationship between HRM skills and organizational performance.
3. Relationship between HRM innovativeness and organizational performance.

Research Questions

The following research questions were answered in this study:

1. What is the relationship between HRM knowledge and organizational performance?
2. How does HRM skills and organizational performance are related?
3. Is there any relationship between HRM innovativeness and organizational performance?

Hypotheses

$H_0$1: There is no significant influence of HRM knowledge on organizational performance.

$H_0$2: There is no significant influence of HRM skills on organizational performance.

$H_0$3: There is no significant influence of HRM innovativeness on organizational performance.

Research Method

The study used a correlational design. A correlational design involves collection of data from a population at one specific point in time to show the likely relationship between independent variables and dependent variable. The population of this study comprised all staff and HRM managers in Nigerian Breweries Plc, Imagbon, Ijebu-Ode, Ogun State, Nigeria. A total of 45 staff including supervisors and HRM managers in Nigerian Breweries Plc, Imagbon, Ijebu-Ode, Ogun State, Nigeria were selected as sample size of the study through the usage of purposive and stratified sampling technique. The stratification here was based on gender balance between male and female staff of the selected organization. Researcher self-developed instrument was

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adopted, tagged: Human Resource Management Competencies and Organizational Performance Questionnaire (HRMCOPQ). The questionnaire (HRMCOPQ) requested responses on a four (4) – point scale format which was a modification of 5-point Likert scale. The questionnaire was divided into 2 sections vis-a-vis sections A and B. Section A focused on demographic characteristics of the respondents while sections B examine items on HRM competencies. To ensure the face and content validity of the instrument, a copy of each instrument was made available to the experts in the department of Business Education, Tai Solarin University of Education to review in content, grammar and structure. All the corrections done were amended. Reliability of the instrument was done using the Cronbach alpha. In this case, copies of the instrument (HRMCOPQ) were administered on 5 staff of Right Food Limited, Ososa, Odogbolu, Local Government, Ogun state which was parallel to the sampled population. The collected data were analyzed and the reliability coefficient reported as 0.78. A letter of introduction was collected from the Head of Business Education Department, Tai Solarin University of Education, Ijagun, Ogun State presented to the selected Company Human Resource Manager for permission to include their staff in the study. Thereafter, the consent of the selected employees was sought to participate in the study. Research questions 1, 2 and 3 were answered using Pearson Product Moment Correlation (PPMC). Research question 4 was answered using regression analysis. Hypotheses were tested using regression analysis.

Presentation of Results

Research Question 1: What is the relationship between HRM knowledge and organizational performance?

Table 4.1: Relationship between HRM knowledge and organizational performance

Variables	Mean	SD	r-value	df	p-value	Remark
HRM knowledge	33.7490	6.89210				
Organizational performance	43.6894	5.90477	.778	45	.000	Significant

Source: Field Survey, 2024

Table 4.1 revealed that there was significant relationship between the independent variable (HRM knowledge) and the dependent variable (organizational performance) in the order of ($r = 0.778$, $P<.05$). On this premise, the researcher concluded about 77.8% increases in organizational performance could be attributed towards HRM knowledge.

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Research Question 2: How does HRM skills and organizational performance are related?

Table 4.2: Relationship between HRM skills and organizational performance

Variables	Mean	SD	r-value	df	p-value	Remark
HRM skills	24.8427	17.0063				
Organizational performance	29.8284	9.00467	.665	45	.000	Significant

Source: Field Survey, 2024

Table 4.2 revealed that there was significant relationship between the independent variable (HRM skills) and the dependent variable (organizational performance) in the order of (r = 0.665, P<.05). On this premise, the researcher concluded about 66.5% increases in organizational performance could be attributed towards HRM skills.

Research Question 3: Is there any relationship between HRM innovativeness and organizational performance?

Table 4.3: Relationship between HRM innovativeness and organizational performance

Variables	Mean	SD	r-value	df	p-value	Remark
HRM innovativeness	19.9967	16.5416				
Organizational performance	20.6842	13.6221	.594	45	.000	Significant

Source: Field Survey, 2024

Table 4.3 revealed that there was significant relationship between the independent variable (HRM innovativeness) and the dependent variable (organizational performance) in the order of (r = .594, P<.05). On this premise, the researcher concluded about 59.4% increases in organizational performance could be attributed towards HRM innovativeness.

$H_0$1: There is no significant influence of HRM knowledge on organizational performance.

Table 4.4: Influence of HRM knowledge on organizational performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	32.901	.998		29.857	.004

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HRM knowledge	.432	.163	.452	4.0695	.000
a. Dependent Variable: Organizational performance					

Table 4.4 showed that the sign of the coefficient of HRM knowledge is positive which implies that an increase or improvement in HRM knowledge will bring 45.2% increases in organizational performance. The independent variable (HRM knowledge) was found to be significant and strongly determine organizational performance with the P-value less than 0.05 and magnitude of HRM knowledge (β = .452, t = 4.0695, P<.05).

$H_0$2: There is no significant influence of HRM skills on organizational performance.

Table 4.5: Influence of HRM skills on organizational performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34.900	.773		18.637	.000
	HRM skills	.673	.237	.327	7.6493	.000
a. Dependent Variable: Organizational performance						

Table 4.5 revealed that the sign of the coefficient of HRM skills is positive which implies that an increase or improvement in HRM skills will bring 32.7% increases in organizational performance. The independent variable (HRM skills) was found to be significant and strongly determine organizational performance with the P-value less than 0.05 and magnitude of HRM skills (β = .327, t = 7.6493, P<.05).

$H_0$3: There is no significant influence of HRM innovativeness on organizational performance.

Table 4.6: Influence of HRM innovativeness on organizational performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	46.894	.846		21.089	.000
	HRM innovativeness	.593	.345	.389	5.8336	.002
a. Dependent Variable: Organizational performance						

Table 4.6 indicated that the sign of the coefficient of HRM innovativeness is positive which implies that an increase or improvement in HRM innovativeness will bring 38.9% increases in organizational performance. The independent variable (HRM innovativeness) was found to be significant and strongly determine organizational performance with the P-value less than 0.05 and magnitude of HRM innovativeness ($\beta = .389$, $t = 5.8336$, $P<.05$).

Discussion of Findings

The findings of the study revealed that HRM knowledge, skills and innovativeness positively related to organizational performance. It was also indicated that HRM knowledge, skills and innovativeness have direct influence on organizational performance. These findings corroborate with Adegboyegun, Alade, Ben-Caleb, Ademola, Eluyela and Oladipo (2020) revealed that the level of corporate performance among selected organization was low while effective integrated reporting directly impact corporate organization. Ele *et al* (2019) revealed that proactive job analysis has a positive significant effect on the corporate performance of the private sector organizations in Cross River State. Job description and job specification also has significant effect on the corporate performance of the selected private sector organizations. Okoh and Omogbiya (2019) showed that positive and significant relationships exist between organizational culture and corporate performance. The conclusion drawn from the study is that organizational culture plays a vital role in an organization's general performance. The study, however, recommended that organizational culture must be binding on all members and staff of the organization and this will encourage uniformity among members of the organization and thus enhance commitment and group efficiency.

The findings of the study also correlate with Oparanma and Ulunma (2019) reveal a correlation coefficient of 81.4 percent and probability of 0.0000 between organizational learning and corporate performance. 89.4 percent and probability of 0.0000 between adaptive capabilities and corporate performance. The finding indicates that organizational resilience has positive and significant relationship with corporate performance of the deposit money banks. Ajao and Fatogun (2019) revealed there is strong positive relationship between stock price and market value. Also, price margin revealed weak positive relationship with market value but significant. Chukwuemeka, Okechukwu and Iloanya (2015) revealed that there is relationship between corporate governance and the performance of corporate governance regulatory agencies. Corporate governance mechanism in Enugu

state public organizations does not conform to the laid down standards. Umoh, Amah and Wokocha (2013) revealed a positive and significant relationship between organizational climate and corporate performance. Adediran and Alade (2013) indicate that; there is a significant positive relationship between dividend policies of organizations and profitability, there is also a significant positive relationship between dividend policy and investments and there is a significant positive relationship between dividend policy and Earnings Per Share.

Conclusion

This study successfully assessed the relationship between human resource management competencies and organizational performance, the following conclusions were drawn based on the findings of the study that:

1. There was significant relationship between the independent variable (HRM knowledge) and the dependent variable (organizational performance) in the order of (r = 0.778, P<.05). On this premise, the researcher concluded about 77.8% increases in organizational performance could be attributed towards HRM knowledge.
2. There was significant relationship between the independent variable (HRM skills) and the dependent variable (organizational performance) in the order of (r = 0.665, P<.05). On this premise, the researcher concluded about 66.5% increases in organizational performance could be attributed towards HRM skills.
3. There was significant relationship between the independent variable (HRM innovativeness) and the dependent variable (organizational performance) in the order of (r = .594, P<.05). On this premise, the researcher concluded about 59.4% increases in organizational performance could be attributed towards HRM innovativeness.
4. There was significant influence of HRM knowledge on organizational performance.
5. There was significant influence of HRM skills on organizational performance.
6. There was significant influence of HRM innovativeness on organizational performance.

Recommendations

The following recommendations are provided for the study:

1. Performance improving in connection with compensation, the organization continues to maintain and pay attention to the level of staff' training need for

core needs and self-development in order to be able to improve corporate performance. One of them is using a merit-pay based system where it uses a compensation system based on work performance or performance.

2. Given the current rate of inflation and increasing demands, the company is required to pay attention to its employees by providing the gradual increment of salary excluding the increase in regional minimum wage (UMR), increased allowances of transportation and meals in accordance with the length of service of employees in the company, providing extra salary for more educated employees.
3. The Company should provide trainings for their employees in order to master their respective field of work and the technological advancement. The management needs to enhance the employees' participation in conducting active communication between the employees and their superiors so as to create a good and conducive work environment.
4. The company should do more of off-the-job training for employee. The off-the-job training methods can be made effective by ensuring delivery of knowledge and skills, confirming logistics support, engaging the trainees in the training session and making sure that the trainees are participating in training needs assessment process.
5. HRM managers should formulate policies to ensure that their development strategies produce the desire results. Mentors and implementers of employee development programmes must make conscious effort to understand the individual differences of their mentees or trainees as well as their motivational needs so as to tailor it to their development need in order to produce maximum impact on their employees.

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